

Office Memorandum • UNITED STATES GOVERNMENT

TO : Management Officer

DATE: 31 July 1950

FROM : Assistant Director for Operations

SUBJECT: Realignment of Certain Agency Functions

- Ref.
- (a) Management memorandum of 3 July 1950, subject as above
 - (b) COAPS memorandum of 19 July 1950, subject as above
 - (c) OCD memorandum of 21 July 1950 - subject: Realignment of Liaison Functions
 - (d) ORE memorandum of 25 July 1950 - subject: Presentation Function of ORE

1. After a study of the referenced memoranda, the Office of Operations is of the opinion that the general realignment of agency functions as envisaged in Reference (a) is inadvisable unless more conclusive evidence, than has come to light so far, can be found to prove that the changes would be to the benefit of CIA as a whole.

2. At present, there is a flying saucer known as NSC 50 orbiting between the Pentagon and "Foggy Bottom" which may come to rest on our campus and cause a major reorganization of CIA. The Department of State has recently written a memorandum referring to recommendations of the Dulles Committee which, if implemented, would create internal changes in CIA. At least twice a week the press tells us that our Director is due for sea duty and, if this happens, the chances are four out of five that his replacement will reorganize CIA if for no other reason than to be able to tell the press that things are going to be different now.

3. Reorganization is an old established American custom, particularly in Government. During the war I went through at least eight of them and, in each case, watched valuable time lost in the resulting confusion until the individual slots in the little boxes on the charts found that they were still doing business with the same people as before, though possibly wearing a new hat, and having regained confidence continued as they had in the past. I feel that the building of an Intelligence Agency is basically dependent on personnel and the confidence they can build up in themselves and in those of other agencies with whom they work. Constant reorganization destroys confidence and creates discontent which causes transfers to other parts of the agency, resulting in an over-all loss to CIA.

4. No Office in CIA is perfect - far from it. We are all open to criticism and should welcome it. I received a good, healthy criticism from Management just recently, concurred in by OSI and ORE, and I believe the majority of the items can be taken care of without even thinking about a reorganization. In summation, I agree with that part of Reference (b), para. 5, which begins "let's stop reorganizing CIA for twelve consecutive months."

5. To be more specific, the following comments are offered on the various recommendations of Reference (a):

MORI/CDF

a. Paragraphs (a) and (f) suggest changing the titles of OO and OCD. We have spent three years educating ourselves and the IAC where to go in CIA to accomplish the desired results. To change the titles at this critical

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time would cause inexcusable confusion. Also, COAPS comment, Reference (b), para. 3, which points out the accentuation of our covert operations, is well taken. It is recommended that no change be made in the present titles.

b. Para. (b) recommends the function of coordination of requirements and assignment of collection from OCD to ORE. From the sidelines I have never been able to tell exactly where ORE requirements end and OSI's begin. Assuming there is considerable overlap, there are always going to be jurisdictional debates and it would seem logical to have a neutral chief of the combined requirement teams. Reference (c), para. 13 has an excellent solution to this problem along with plenty of good justification which is concurred in by OO. There has been some criticism of OCD for not following suggestions on allocation of collection action. I see no reason why the Chiefs of the ORE and OSI intra-coordination of requirements branches couldn't work this out with the Chief of the Liaison Division if they work with him on a day-to-day basis as shown in Reference (c), para. 13.

c. Paragraph (c) recommends the transfer of the collection of material from other Government agencies from OCD to OO. South Building is bursting at the seams now so, if such a transfer were made it would create a need for more personnel for OCD as pointed out in Reference (c), para. 2. All of them would have to stay in Building which I hear^{x1} is pretty well crowded. The result would be that the same people who are doing the job now would continue doing it in the same place but with a different hat on. I have no reason to believe there would be any improvement, but very good reason that it would be worse, as the operational impairment from physical separation is well established.

d. Paragraph (d) recommends that the ORE presentation function go to OO. Reference (d) states that there are two functions of this Division:

1. Oral interrogation and Presentation
2. Providing a centralized intelligence graphics operation for CIA and maintaining a Situation Room as required to meet ORE's needs.

ORE believes that it is the first of the two above functions which Management proposes to transfer to OO. Reference (d) further shows that the time of the individuals in carrying out these functions is as follows:

Chief	GS-13	Chief of both functions
Program Officer	GS-12	Full time
Shorthand Reporter	GS-8	About 70% of time
Clerk	GS-4	About 60% of time

I fail to see how the above functions can be separated without the need for additional personnel. Their work is mainly for ORE and with the ORE Division Chiefs. They would have to stay in "M" Building as South is full.

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Para. 2, b of Administrative Instruction [redacted] directs OO to 25X1
prepare any reports resulting from these interviews that may be
required for further dissemination. The date of [redacted] is 20 May 1948. 25X1
In two years and two months OO has not been called on to prepare a
single report. I feel that this function is primarily a service to ORE
and should continue under them.

e. Para. (e) transfers Governmental liaison control and records
from OCD to I & S S. I see nothing wrong functionally with this change
but I doubt whether there is much spare room in [redacted] Street. If this 25X1
function has to stay physically in [redacted] Building, it might just as well 25X1
stay under OCD.

f. OO concurs in the proposed transfer of the function of
administrative machine records support from OCD to SSS.

[redacted]

GEORGE G. CAREY

Copies to:

AD/OCD
AD/ORE
AD/OSI
I & S S
COAPS
CD

[redacted]

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25X1

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